

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Fastco Industries Inc.

#### Michigan Manufacturing Technology Center

#### Fastco Industries, Inc. Tightens Production Processes

##### Client Profile:

Fastco Industries, Inc., founded in 1970, manufactures special fasteners from its facility in Walker, Michigan. The company serves a customer base in West Michigan and also supplies products to the Midwest, Canada, and Mexico. While predominately a supplier of automotive fasteners, Fastco also has key customers in the office furniture, appliance, and recreational vehicle industries. The company employs 100 people.

##### Situation:

Fastco's Assistant Plant Manager, Tim Matice, had attended several Lean classes conducted by Rick Fleming, Continual Improvement Associates, at Grand Rapids Community College, and was impressed with his expertise and hands-on approach. "We determined that The Right Place and MMTC-West (the West Michigan Regional Office of the Michigan Manufacturing Technology Center, a NIST MEP network affiliate) was the best resource in the region to help us achieve our strategic plan, both short term and long term. The resources and services they are able to offer, allowed Fastco to maximize our investment," said Matice.

##### Solution:

Three phases over a six-month period helped set a foundation for Fastco on their Lean journey and better position them as a thriving company. The first phase was dedicated to an on-site assessment of Fastco's current manufacturing processes (value stream), behaviors and roadblocks. Following the assessment, Fleming and Craig Steenburgh began working with the Fastco management team. Lean principles were incorporated with establishing corporate metrics. "The metrics are the dashboard to see how well we are doing, what adjustments we need to make and are we on target to reach our goal," said Matice. Once the process and result metrics were understood and implemented, it was time to get the management team thinking and talking the same way. This was partially accomplished with Lean Boot Camps. "Participation in the Lean Boot Camps by several layers of leadership has brought the message where it needs to be and live, on the shop floor," emphasized Matice. As a result of assistance from MMTC-West, safety training hours were increased by 600 percent, process improvement recommendations increased 400 percent, standard work improved on-time delivery, and goals and tracking metrics have been established for easy monitoring and continuous improvement. In addition, cash flow has significantly improved.

##### Results:

- \* Realized \$150,000 in cost savings per month.
- \* Reduced finished goods from \$2.5 million to \$1.7 million.
- \* Reduced work-related accidents by 78 percent.

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\* Improved on-time delivery.

#### **Testimonial:**

"We determined that The Right Place and MMTC-West was the best resource in the region to help us achieve our strategic plan, both short term and long term. The resources and services they are able to offer, allowed Fastco to maximize our machine and manpower investment."

Tim Matice , Assistant Plant Manager